

Montgomery County Public Libraries FY11 Department Evaluation and FY12 Performance Plan

Contribution to Montgomery County Results:

1. Responsive, Accountable County Government
2. Vital Living for All Residents
3. Children Prepared to Live and Learn
4. Healthy and Sustainable Neighborhoods

Description of MCPL Services

Mission: Montgomery County Public Libraries offers free and equal access to services and resources that connect the people of Montgomery County to ideas and information which sustain and enrich their lives.

MCPL's Vision: Our diverse community of lifelong learners finds Montgomery County Public Libraries to be an open, inviting and vital gateway to the information, ideas and enrichment that strengthens our County. A diverse, highly qualified staff continually assesses community needs and interests to support, encourage and inspire our customers.

MCPL's Values: Montgomery County Public Libraries believes in the right of all to learn and to grow. We value intellectual freedom, accountability, quality service, diversity, fairness, professional ethics, integrity of information and respect for our customers, our community, and ourselves. We are a learning organization that functions openly by exploring new ideas and using the collective talent, knowledge, and creativity of employees at all levels.

Overview of Services:

- Operating Budget (FY11): \$28,851,080 million
- Personnel Complement (FY11): 350 positions; 291 WYs.
- \$124.6 million Capital Program (FY11-16). \$1,580,465 in State Capital Grant funding awarded towards the Gaithersburg Library renovation and addition between FY08-12. \$1,415,815 in State Capital Grant funding awarded towards the construction of the new Silver Spring Library between FY08-12.
- MCPL Customers benefits from more than 26 million transactions in FY11 (see Program Measure #6), receiving approximately \$8.60 in value for every \$1 expended (See Program Measure #5), or more than \$197 million in net value. Highlights include:
 - Almost 700,000 library cardholders represents 70% of the 977,522 total population of Montgomery County in FY11.
 - More than 5.7 million visits in FY11.

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- Over 10.1 million circulations and 1.4 million questions answered in FY11.
- 89.7% of users visit the library at least monthly according to the April 2011 Customer Satisfaction online Survey conducted by the Library Department.

Core Library Services (Descriptions, with Activities, Outcomes, and Resources)

Information and Circulation Services: Where the County Reads

Provide a prompt, accurate, useful response to customer questions that help them with school, employment, leisure, citizenship and other important life activities.

- 1.4 million total questions answered in FY11, . (That's an average of 4,481 questions per day).
- 134.85 workyears (FY11) of State-certified librarians and library associates (45% of MCPL staff).

Provide prompt and efficient management of customer accounts, allowing customers to effectively access materials and other services, and manage account issues. This service is provided in-person at our branches and virtually via our Ask-a-Librarian service (email, chat, and telephone). In cooperation with the State AskUsNow program, there is 24/7 reference coverage via on-line chat.

- Open to the public approximately 49,160 hours per year (1,032 hours per week at year's start, 982 hours per week at year's end, with 19 open branches, a Gaithersburg interim branch at LakeForest Mall, and two closed for renovation). Branches open 42 – 60 hours per week.
- Virtually open to the public 24/7, via content-rich and service-rich web-site; on-line/telephone renewal; and email, chat, and telephone reference (collaboration).
- More than 64,900 new registered card holders in FY11, producing a total of 686,777 MCPL card holders.

Library Materials and Information Services: Where the County Reads

Provide physical and virtual information sources, professionally selected and maintained to meet both general and specific community needs, including: Pre-School Children, Children and Teenagers, Seniors, Visually Impaired Readers, Businesses, Language Learners, and World-language readers.

Provide in-person and on-line recommendations on what to read and forums for discussion about library materials, including a NACO Award-winning "Reader's Café" web page.

Provide access to library materials through an on-line catalog, staff, and the physical organization of libraries.

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- 2.6 million physical items (including 2.2 million books, 328,000 audio, electronic, video, and music formats, and 126,500 magazines and newspaper issues), circulated (checked out) over 10 million times in FY11.
- In addition, 2.2 million articles, data records, e-books, or downloadable audio books were retrieved from E-Library. E-Books and Downloadable audio books grew 44% in circulation to over 98,000 in FY11, and continue to increase. In addition to e-books, e-audio, and streaming video content; there are over 35 electronic reference sources (Testing and Education Reference Center, Bookflix “learn to read” resources, Morningstar financial information, Health & Wellness Resource Center, Career Insider from Vault, Business and Company Resource Center, Mango Languages, and more).
- The most visited County Government web site, with 3.9 million visits in FY11, www.montgomerycountymd.gov/library, where customers get reader’s advisory information, on-line reference answers, access information for all County and State library services, and access Reader’s Café (Library Resources for Book Lovers). Customers can access eBook and eAudiobook content for many kinds of popular mobile devices (Kindle, Nook, iPad, Android, etc.). Customers can also search our catalog of 2.6 million items and manage their library account on-line via a computer or their Apple iPhone or iPad devices (other device types in development).
- Communicating through modern social media channels, including Facebook and Twitter.

Programming Services: Where the County Learns

Provide programming to support early literacy, children’s school and reading needs, homework help, adult reading, culture, current events, community issues, English language learning, and other needs.

- 3,232 programs were presented by staff and volunteers in FY11 with 69,231 in attendance. As a result of budget cuts, conversation clubs and book discussion groups were volunteer led.
- 594 early literacy programs were presented by state certified and trained library staff, and attended by nearly 25,500 participants.
- The Library’s 2011 Summer Reading program included 133 programs with a total attendance of 12,451. 3,187 participants registered online for the reading program, which included 469 toddlers, 2,321 elementary age children and 397 teens.
- Literacy Council served over 1,200 learners in FY11, leveraging over 43,000 volunteer hours, and providing over 28,000 instructional hours in basic reading and English as a Second Language. Several classes and many of the tutoring session are held in library branches, and MCPL manages the contract which provides approximately 40% of the Literacy Council’s funding (further leveraging State funds and other donations).

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Library as Gathering Place: Where the County Meets

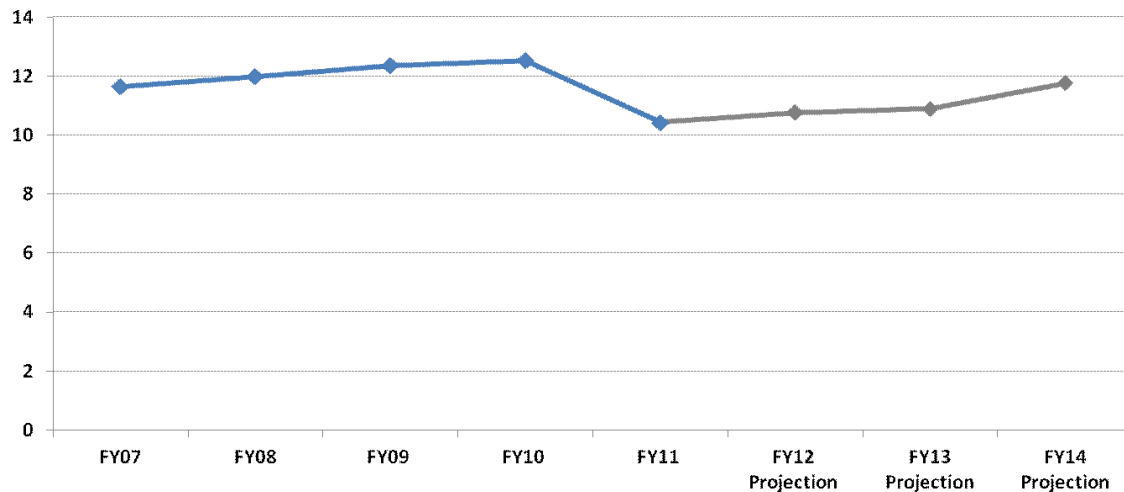
Provide a vital community space that fills a diverse set of group and individual needs, from tutoring-studying to recreational reading.

Provide several heavily used public meeting spaces through the Community Use of Public Facilities program and provision of computer workstations to facilitate e-government transactions and other needs.

- 20 branches, including the Gaithersburg Library interim location in LakeForest Mall. 416,386 square feet available in FY11, down from 465,000 in prior years because of the closure of the Olney and Gaithersburg Libraries for renovation.
- \$124.6 million Capital Program (FY11-16). \$1,580,465 in State Capital Grant funding awarded towards the Gaithersburg Library renovation and addition between FY08-12. \$1,415,815 in State Capital Grant funding awarded towards the construction of the new Silver Spring Library between FY08-12.
- 472 Public Access Internet Computers loaded with office productivity software (Microsoft Word, Excel, and PowerPoint) and Internet access; and 74 Computers to access our library catalog and electronic resources.
- 4 Computer/Language Labs with English and other language learning software (also resources for extended resume development, homework, disability-specific equipment, and other needs).
- 29 Library Meeting Rooms had a total booking count of 10,905 and were used approximately 28,830 hours in FY11.
- Multipurpose rooms with various user capacities are available for use including 9 tutoring rooms in five branches , 18 quiet study rooms in 16 branches, and 19 group study rooms in 7 branches.
- 14 branches allow use of laptops in the quiet study room.

Performance

Headline Measure # 1 – Circulation Per Capita



FY07	FY08	FY09	FY10	FY11	FY12 Projection	FY13 Projection	FY14 Projection
11.65	12.00	12.36	12.53	10.44	10.77	10.89	11.77

Contributing Factors

- Customer's Needs were not being met due to the reduction in library hours and the collection budget.
 - This resulted in a decrease in items circulated; for example, circulation for July and August 2011 was 1.8 million, a 9% decrease over the first two months of FY11. Only the Aspen Hill Library showed an increase in circulation for the first two months of FY12, but the Ask a Librarian service and the circulation of ebooks showed increases of 32% and 68% respectively. The closure of Gaithersburg and Olney represented an average loss of approximately 10% of the total circulation for the Library Department.
 - Inadequate materials collection budget – decrease of 45 % from FY08 to FY11 budget.
 - Hours were changed to address user demographics by adding a 6 p.m. closing on Fridays and Saturdays as well as year round Sundays (balance against the 8 p.m. closings Monday thru Thursday).
- Professional expertise of library staff in helping customers efficiently find the best information sources or library materials to meet their diverse needs.
- Reader's advisory services (to suggest right materials to meet customer needs), both in person and via a NACO award-winning Reader's Café web-site.

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- Marketing of materials to customers. Collection Management staff completed in branch training for all information specialist staff on marketing and promotion principals in FY11 and the first months of FY12. Staff continuously encouraged to maximize displays to promote materials owned by the branch.
- Implemented BookMyne- the libraries first generation mobile application – to provide customer access via Apple mobile devices to the MCPL catalog. (Secured grant funds to also implement mobile applications for other mobile device types).
- Integrated library system with on-line catalog, and the capability to support automated and in-person reserves of materials by customers.
- Delivery of reserved library materials to the library of a customer's choosing.
- Standards for processing and delivery of library materials.
- Implemented use of quarterly branch statistical performance reports where branch managers analyzed key data elements to determine whether new marketing strategies and program changes were needed to get better results and higher customer use.
- The opening of the Gaithersburg interim branch in December 2010 and its performance (in circulation and new library cards) since its opening. The collection of the branch was carefully honed to a targeted collection of high demand items. The branch has increased its circulation from 12,891 in January 2011 to 17,045 in July 2011 (or 16,598 in August or 13,995 in September) and registered over 1400 new users in the six month period from January to June 2011, equal to or higher than the 12 month total for three community libraries (Chevy Chase, Damascus, and Kensington Park). The branch is performing very well based on its size (3000 square feet) and the number of items in its collection (approximately 25,000 volumes).

Restricting Factors

- Substantial materials collection budget cuts (45% effective reductions over multiple years).
- Due to substantial staffing reductions of 30% from FY08 thru FY11, the number of staff led programs was decreased and outreach visits were eliminated to public schools, day care centers and Head Start groups.
- Staffing levels in FY11 only allowed branches to focus on identified core services (circulation, response to information questions, and early literacy programming).
- Remaining staff receive limited training and access to resources to correctly answer the questions asked by the increasingly diverse Montgomery County population.
- Reductions in staffing resources and materials budgets continue to slow access to library materials in the following ways:
 - Customer holds take longer to process with less staffing and higher services demands (of all types) on the staff that remain.
 - There are less popular items available for customer reserves (the number of copies bought that can be reserved will be lower).

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- Fewer popular items are available for browsing and in-person browsing. MCPL will shorten the borrowing period on those materials, so they will be available to other customers more quickly.
- Increasing diversity of needs and formats outstrips existing resources, especially as resources (both staff and materials) are further reduced.
- Closure of Olney in FY11 coupled with Gaithersburg closing in FY10 resulted in reduction in circulation shown in the estimated numbers above.
- Staffing and equipment issues that delay materials processing or delivery (meaning many of the most in-demand items take longer to make it to customers).
- Older technology used in current library catalog (doesn't take advantage of new ways to search, or allow customers to save and share their recommendations).
- Reduced programming that connects customers with library materials and services.
- Perception that "Google" returns accurate information. In reality, Google returns "popular" information, or information that advertisers have paid money to place, for many of the answers to searches. Library staff provide accurate and unbiased answers.
- Lack of funding.

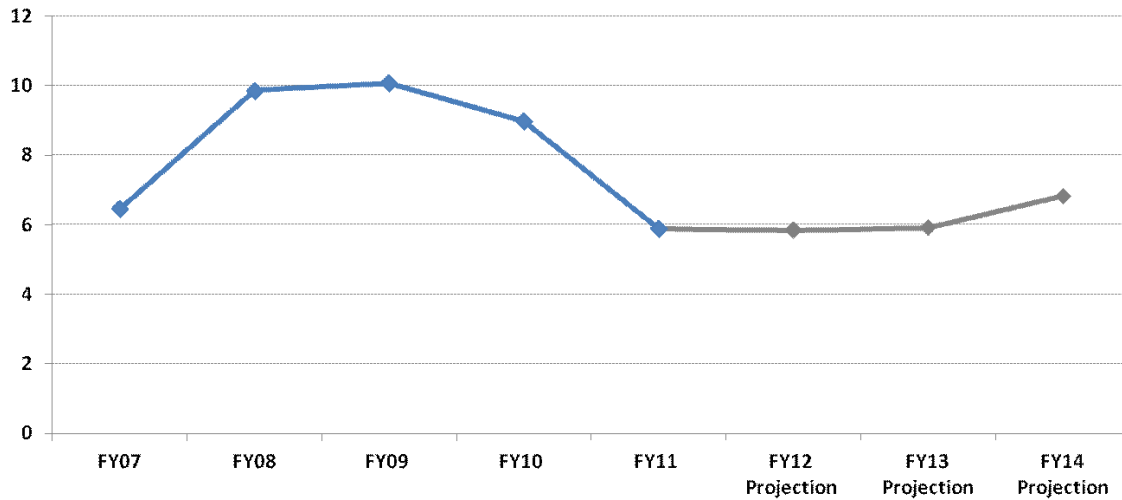
What we propose to do to improve performance

- Implemented new customer service policies and business processes in February 2011 to get materials in the hands of customers faster and to encourage customers to promptly return materials and pick up holds so that the limited popular and in demand titles in the collection would be as accessible as possible to the majority of customers.
- Prioritize staffing of information and circulation service desks so that reader's advisory and reference services can take place and customer account issues and transactions can be managed effectively (tools: workload studies, scheduling efficiency, management of reduced substitute staffing funds).
- Redesigning service delivery. For example, evaluating single service desks to serve customers of all ages from a single location, reducing the number of desks, urging staff to "float" and approach customers.
- Improve the analysis and use of data about circulation, increase data-driven planning and decision making about materials acquisition and policies.
- Explore new technologies and/or business processes.
- Use grant funding to acquire technology that will improve the usefulness and effectiveness of our on-line library catalog (improved search functions, possibly the introduction of customer feedback mechanisms common to similar retail enterprises).
- Improve marketing of library services and materials via grant-funded activities to make customers aware of library services and the value they can receive by using them.
- Communicate to public and policymakers on the full scope of library services and benefits to ensure that resource decisions are made with full knowledge of the potential consequences to customers.

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- Complete an analysis of the customer satisfaction survey done in April 2011 to determine the Department's strengths and areas of improvement needed and implement changes based on the analysis.
- Increased collection funding of \$1 million will be used to purchase materials that will best meet customer needs and demands (for example more best sellers, more ebook purchases, etc.)
- Implement a grant-funded library mobile application suite to allow most mobile user platforms (Android, etc.) to use library services.
- Make changes to catalog only PCs to improve response time access by customers.
- Add five new self checkout machines in branches, modernize three others.
- Evaluate, Purchase and install Enterprise module to our Integrated Library System to improve the way that customers search the catalog and find answers to their questions.
- Continue to supplement the materials budget with funding from grants and non profit organizations and to advocate for an increase in the base collection budget each year.
- Continue to provide relevant materials, services, and programs , in spite of competing needs, to the increasingly diverse Montgomery County community.
- Use relevant Department resources to more closely match selection of materials for branches to the collection., reading, and information needs of the local community.
- Continue to use information obtained at the November 2009 Summit on the Future of Libraries to strategically plan in the Department.
- Review the 2010 Census demographic statistics for application to the delivery of programming and services in the communities served by the Department's 21 branches.
- Engage staff, Library Advisory Committees, and the Library Board in conversations relative to the development of the FY13-18 Strategic Plan.

Headline Measure # 2 – Visits Per Capita



FY07	FY08	FY09	FY10	FY11	FY12 Projection	FY13 Projection	FY14 Projection
6.45	9.86	10.08	8.98	5.89	5.84	5.91	6.83

Story Behind the Performance

Contributing Factors

- Hours of operation for library branches were changed to be more uniform in their opening and closing times. Hours were changed to address user demographics by adding a 6 p.m. closing on Fridays and Saturdays as well as year round Sundays (balance against the 8 p.m. closings Monday thru Thursday).and geographically balanced (with closed times for adjacent branches alternated where possible).
- 21 branches, located throughout the County.
- Community needs for knowledge, a gathering place, and information resources.
- Early Literacy programs, other types of programs, displays, teen space, Discovery Rooms, and children's space are factors that attract customers to branches.
- Staff expertise applied to helping customers find the best information sources or materials to meet their needs.
- New system-wide programming implemented, marketing efforts improved.
- Innovation in establishing partnerships and collaborations with Montgomery County Departments, non-profit agencies and state agencies to increase services to library customers, leveraging funding and staff resources throughout the County. Examples include: Linking Employers to Applicants Project (LEAP), which included workshops with the Commission for Women contractors and Technology training. Strong partnership with the Montgomery County Literacy Council who use branch facilities to meet with clients. Participated in Voter Registration Drive with additional county departments

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- Meeting Room Bookings were extended to for-profit organizations, which added to higher use (rooms are in convenient locations and at low-cost).
- Proximity to schools, residential complexes, commercial sectors.
- Opening of the Gaithersburg Interim facility in Lake Forest Mall.

Restricting Factors

- Library Open Hours not matching full diversity of community need.
- 13% reduction in library hours.
- Lack of new materials to fulfill customer holds and interests in a timely fashion.
- Size, quality, attractiveness, comfort, utility, location of branches.
- Cost to renovate facilities and staff new ones.
- Reductions in staffing create long lines and increase timelines on holds fulfillment and re-shelving, all of which become barriers to customer's access to services.
- Reduction in Programming.
- Staff Outreach activities eliminated that promote library services and materials (school visits, community and civic meetings).
- Access to library services when branches are closed for renovation.
- Length of time to design, build/renovate (projection above includes an assumed reduction in visits of 1.5 million per year (FY11, FY12) due to closure of Gaithersburg and Olney branches).
- Transportation and parking at branches (Silver Spring, Bethesda, Rockville)
- Paying for parking at Bethesda and Rockville branches.
- Storms, power outages, HVAC/Heating issues that result in building closures. Facility issues exacerbated by having a majority of facilities older than 20 years old without a renovation.
- 24/7 availability of the Internet.

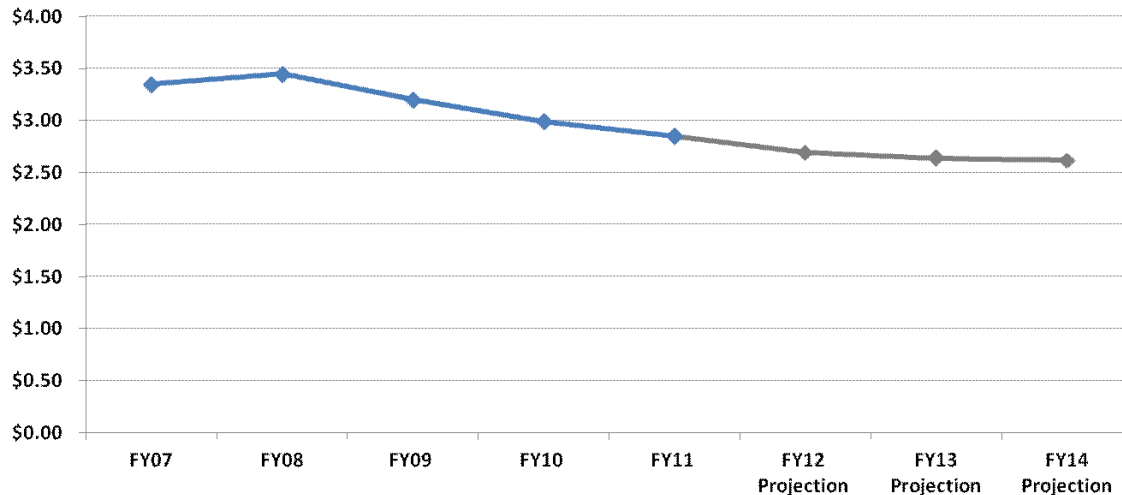
What we propose to do to improve performance

- Improve marketing of library services and materials via grant-funded activities to make customers aware of library services and the value they can receive by using them.
- Creation of new Strategic Facilities plan that will recommend methodology for updating Program and equipment in a timelier manner.
- Development of a standard program of requirements that will allow modifications based on individual community's current needs and demands.
- Explore and implement as funding allows technologies that improve customer convenience and increase access to library services beyond the walls,(for example, self service devices, etc.).
- Work with DGS to shorten the time needed to renovate.
- MCPL will work to shorten time needed to close-down and re-open upcoming renovation/new branches (succeeded in past with Rockville and Germantown).
- Improve collections to meet the diverse needs of the community.
- Work within the \$4 million FY12 collection budget to balance the need for multiple copies of high demand materials with thorough subject/genre coverage.

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- Continue to supplement the materials budget with funding from grants and non profit organizations and to advocate for an increase in the base collection budget each year.
- Continue to provide relevant materials, services, and programs, in spite of competing needs, to the increasingly diverse Montgomery County community.
- Use relevant Department resources to more closely match selection of materials for branches to the collection., reading, and information needs of the local community.
- Continue to use information obtained at the November 2009 Summit on the Future of Libraries to strategically plan in the Department.
- Review the 2010 Census demographic statistics for application to the delivery of programming and services in the communities served by the Department's 21 branches.
- Engage staff, Library Advisory Committees, and the Library Board in conversations relative to the development of the FY13-18 Strategic Plan.
- Continue fruitful programming and grant coordination efforts and partnerships, where feasible, including: Linking Employers and Applications Project (LEAP), Montgomery College, Literacy Council, Voter Registration, Montgomery Coalition for Adult English Literacy, Teen Moms and Early Literacy (grant).

Headline Measure # 3 – Cost Per Circulation



FY07	FY08	FY09	FY10	FY11	FY12 Projection	FY13 Projection	FY14 Projection
\$ 3.35	\$ 3.45	\$ 3.20	\$ 2.99	\$ 2.85	\$ 2.69	\$ 2.64	\$ 2.62

Interpretation Note: The fact that this particular measure rises or declines cannot be viewed out of context. This measure in particular needs to be viewed in the context of peer library systems providing similar service levels to similar demographics. Whether cost per circulation is up or down also needs to be considered in the context of whether or not services provided or value received from services is going up or down. Since FY09 cost per circulation is going down, but starting in FY11, so is the amount of service being provided. MCPL believes the cause of this reduction in use by customers is a result of the escalating lack of investment in library services, which has decreased access to relevant materials and to information services.

Contributing Factors

- “Zero-based” budget approach, total reorganization of staff and service priorities within changing budget constraints.
- Quality of staff work, efficient and lean organizational structure.
- Interest of customers in materials.
- Reductions in staffing will decrease the cost per circ.
- Administration reorganization and cost savings measures in all areas of the department such as supplies, paper reduction, printing and copying.
- The materials budget was reduced by 45% from FY08 to FY11, and the staffing complement by more than 30% in that same period.

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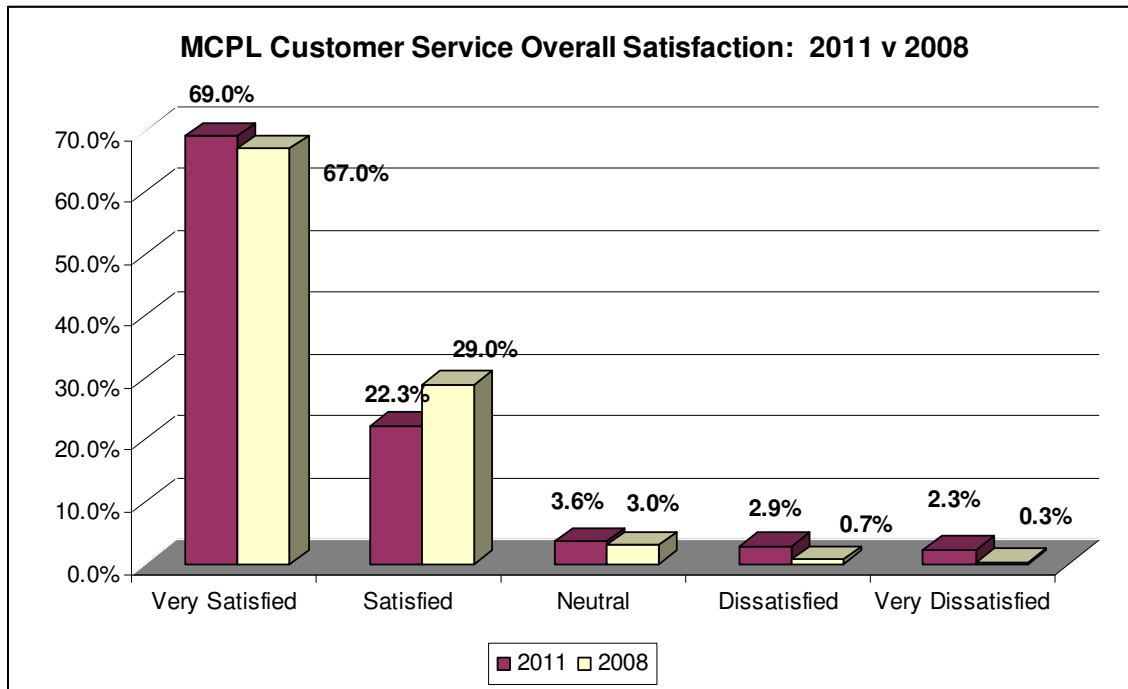
Restricting Factors

- Staffing reductions made largely for pure budgetary reasons, not because the system could operate the same or higher level of services with less resources.
- A cost per circulation too far below our peer systems is not an indication of an efficient or effective system, rather it's an indication of reduced investment in what were effective, high quality, nationally ranked services.
- When fiscal situation is normal, personnel costs are 80% of our total costs, generally increasing costs per circulation for factors not within the department's control.
- Ability of system to schedule sufficient staffing to meet operational needs, especially when unexpected circumstances or peak load conditions occur, in the current reduced staffing complement. Loss of ability to perform valuable services such as programming, homework help, and outreach, which all expand access to library services and help connect customers with the best information or materials for their needs.
- Fewer staff will mean that there will be limited readers' advisory and help for customers in locating the materials they need.

What we propose to do to improve performance

- Continue to improve efficiency of policies, processes, practices, and training.
- Implement a discovery layer software module to make the library's materials catalog more user-friendly.
- Continuous review of staffing workload, making temporary and permanent staffing adjustments to adapt to changing budget and staffing conditions.
- Take opportunities to cross-train staff and otherwise increase the flexibility of staff to respond to changes in workload or customer needs.
- Use grant funding or other methods to fund technologies, improve service delivery, and improve the selection of materials (e.g., methods that can increase circulation without increasing general fund costs).
- Continue to advocate for restoration of materials budget and related staffing funds
- Actively participate in County Gain Sharing program and other efforts to improve efficiency.
- Continue to provide relevant materials, services, and programs, in spite of competing needs, to the increasingly diverse Montgomery County community.
- Use relevant Department resources to more closely match selection of materials for branches to the collection, reading, and information needs of the local community.
- Continue to use information obtained at the November 2009 Summit on the Future of Libraries to strategically plan in the Department.
- Review the 2010 Census demographic statistics for application to the delivery of programming and services in the communities served by the Department's 21 branches.
- Engage staff, Library Advisory Committees, and the Library Board in conversations relative to the development of the FY13-18 Strategic Plan.

Headline Measure # 4: Customer Satisfaction and Community Impact



Baseline Impact of Library Services as Indicated by Customers in Customer Satisfaction Surveys in 2011 and 2008.

Impact of Service	Percentage of Respondents Indicated in 2011 Survey	Percentage of Respondents Indicated in 2008 Survey
Provided resources to research personal information (health, finances, purchases, retirement, travel, etc.)	58.8%	44.6%
Improved my quality of life	64.2%	42.7%
Helped me (or my family) with school assignments and projects	50.4%	41.4%
Provided story times, books, and materials for my children	49.0%	36.9%
Offered programs and materials for personal growth and entertainment	45.6%	31.6%
Provided computers for my use and learning	31.9%	28.9%
Presented a place to have meetings, relax, socialize, and have fun	30.3%	20.0%
Improved my career options (career research, learned new skills, etc.)	26.0%	19.6%
Researched job opportunities	21.0%	16.8%
Learned another language	14.2%	10.5%
Other	7.4%	5.7%
Helped me grow a business	6.3%	5.0%

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Category	2008 Score	2011 Score	Change
Programs and Services: Relevance: Adult Programs	6.71	7.49	0.78
Programs and Services: Relevance: Teen Programs	6.53	7.08	0.55
Programs and Services: Relevance: Juvenile Programs	6.96	7.49	0.53
Programs and Services: Quantity: Adult Programs	6.61	7.06	0.45
Programs and Services: Quantity: Teen Programs	6.51	6.90	0.39
Programs and Services: Quantity: Juvenile Programs	6.87	7.09	0.22
Technology: Computers: PAC	7.36	7.48	0.12
Technology: Help	7.24	7.33	0.09
Technology: Computers: Internet	7.13	7.20	0.07
Technology: Catalog	7.37	7.40	0.03
Technology: Website	7.34	7.36	0.02
Building Amenities: Safety	7.93	7.94	0.01
Building Amenities: Lighting	8	7.97	-0.03
Collections and Materials: Displays	7.57	7.52	-0.05
Customer Service: Helpfulness	8.21	8.16	-0.05
Collections and Materials: Downloadables	6.92	6.85	-0.07
Building Amenities: Layout	7.7	7.62	-0.08
Customer Service: Courtesy	8.19	8.10	-0.09
Building Amenities: Space	7.59	7.50	-0.09
Building Amenities: Cleanliness	8.08	7.82	-0.26
Customer Service: Availability	8.06	7.77	-0.29
Collections and Materials: Books et al	7.45	7.15	-0.30
Collection and Materials: Availability	7.52	7.19	-0.33
Collections and Materials: Hold time	7.35	7.00	-0.35
Customer Service: Convenience of Hours	7.62	7.02	-0.60

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Interpretation Notes: MCPL believes the overall survey results support the following conclusions:

1. A marked increase in the number of customers that are neutral, dissatisfied, or very dissatisfied with library services (from less than 1% in 2008 to more than 5% in 2011, a 400% increase). Although, overall, still a small number of customers who are not satisfied.
2. An increase in the diversity of the impacts of library services for customers (each type of service impact noted a higher percentage of customers stating that impact was relevant to them).
3. We were needed more urgently by our customers and available to them for less time and in fewer numbers. Increases and decreases in customer ratings of specific areas logically follow MCPL efforts in these areas, the impact of branch closures for renovation, and the reduced investment by the County in library staff and materials resources.
 - a. MCPL conducted post-surveys and worked to improve technology, staff training in technology, and programmatic content. Scores improved in these areas.
 - b. Hours were reduced, materials available were reduced, and staffing was reduced. Related measures showed reduced scores.

Contributing factors

- The Economic environment
- Selected library materials based on customer demand (holds, best sellers, leasing best sellers), within resource constraints.
- Upgraded technology where possible (Public Copying and Printing)
- Quality of staff (education, training, experience).
- Emphasis on customer service and included the new procedures and services in the updated policies and procedures manual.
- Conducted Staff Workload Studies in order to make strategic placements of staff at service desks in branches based on their skill sets and customer needs
- Follow-up to the 2008 Customer Satisfaction Survey caused us to make improvements to technology and programming (which 2011 survey results showed made gains from the prior survey)
- Planned and delivered relevant programming; examples include an emphasis on early literacy programs, Teen Moms' programming and workshops via Linking Employers to Applicants.
- Recruited and depended upon volunteers in order to keep adult programming going.
- Based on customer demands, their high demand materials were purchased when possible.
- Diverted deep cleaning funds to basic cleanliness to maintain a basic level of sanitation in high-use branches.

Restricting factors

- Decreased staffing levels, especially in relation to peak loads of demand.

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- Reductions in Investment: 45% reduction in library materials budget, two years running, with a full stop on materials purchasing for several months in early FY11 greatly disrupts our ability to meet the diverse needs of our customers. Closure of facilities for renovation.
- Less cleaning and maintenance attention in branches created notable customer issues, that were only lessened in impact by our actions with regard to deep cleaning funds.
- Increasing diversity of customer ages, economic levels, technology expertise/preference, languages, and job loss and the urgency of their stated needs due to factors including job loss and loss of income—among other factors.
- Ability to effectively measure customer satisfaction (resources constrained, can only do alternate years, have not been able to do focus groups).
- Detailed 2011 survey results showed declines in customer satisfaction related to access to staff, sufficiency of collection, and facilities.

What we intend to do to improve performance

- Continue follow-up survey work to identify specific areas where the system can improve customer service.
- Advocate for additional resources to allow the library to provide better services and materials for customers.
- Complete strategic plans for technology, facilities, and the entire system.
- Continue the strategic placement of staff based upon busyness, customer needs, and staff skill sets.
- Continue to improve and innovate service models, such as Virtual Services, programming, information services provision, and technology.

Headline Measure # 5: Return on Investment

Value Returned on each \$1 Invested by the County	\$	8.60
Total Services Value Created (Savings)	\$	223,283,470.38
Less Total Library Expenditures to Provide Services	\$	(28,930,203.49)
Less Rough Estimate Other County Costs for Libraries	\$	(3,500,000.00)
Plus Revenues, Aid, Grants	\$	6,462,274.70
<u>Estimated Total Costs to Provide Services</u>	\$	<u>(25,967,928.79)</u>
 Estimated Net Value of Services	 \$	 197,315,541.59
 Net Value Per Household (363,750 Households)	 \$	 542.45
Net Value Per Capita (971,400 residents)	\$	203.12
Net Value Per Cardholder (686,777 card holders)	\$	287.31

Summary of Services Value Created	
Savings for Customers by Using Free Information Services (questions answered by librarians, programs, virtual services, public access computers, basic literacy tutoring and English as a Second Language classes)	\$ 17,049,713.84
Savings for Customers by Using Free Library Materials (Checking out materials, using materials in a branch, Interlibrary Loans, placing items on Hold, electronic data sources, eBooks, eAudiobooks)	\$ 205,888,667.46
Savings for Customers by Using Other Services (meeting room rental)	\$ 345,089.08
Total Value Provided (Estimate)	\$ 223,283,470.38

This is a new measure being proposed by MCPL to document the impact of library services on the community. The methodology is taken from numerous studies and calculations made by library systems across the country. There are theoretically at least three major categories of community impact from library services:

1. Savings (the money saved by customers who otherwise would have had to purchase the information, materials, or service or pay a higher price than what is charged by the library system)
2. Economic Development (the value of library buildings and library budget expenditures in terms of their effect on local commerce, local real estate values, and the local economy)
3. Life Enhancement (the value to the customers gained from their use of library services)

There are several documented ways of estimating value from the first two categories of impact. MCPL has documented several savings types from the first category for this draft of the Program Measure. If accepted, we intend to further develop the Economic

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Development-type impacts and to the extent feasible, any Life Enhancement impacts that could be documented.

Contributing Factors

- Overall, a strong record of high customer interest and demand, coupled with high quality service provision (as described in headline measures 1 – 4).
- For calculation of this measure, a wide array of knowledge and experience from other library systems in estimating the value of services.

Restricting Factors

- Resource reductions. The value customers would have received from checking out or using materials, getting questions answered, receiving recommendations on what to read, and attending programs was reduced.
 - Less staff available to help customers.
 - Less service hours.
 - Less library materials.
 - Less programs.
- Two heavily used branches (Gaithersburg and Olney) closed for longer than just the absolute construction period, due to the combination of required budget cuts and project delays.
- Potential for wide variation in this measure depending upon which assumptions and valuation methods are used.
- Due to time and resource restrictions, did not calculate valid value additions noted in other studies, including: Economic Development value, value of local procurement and staffing investments, and real estate values. Other substantial values, while nearly impossible to calculate in the aggregate, could be better documented anecdotally via survey or other methods, including documented value to customers from using library services for career development, education, and early literacy skills development.

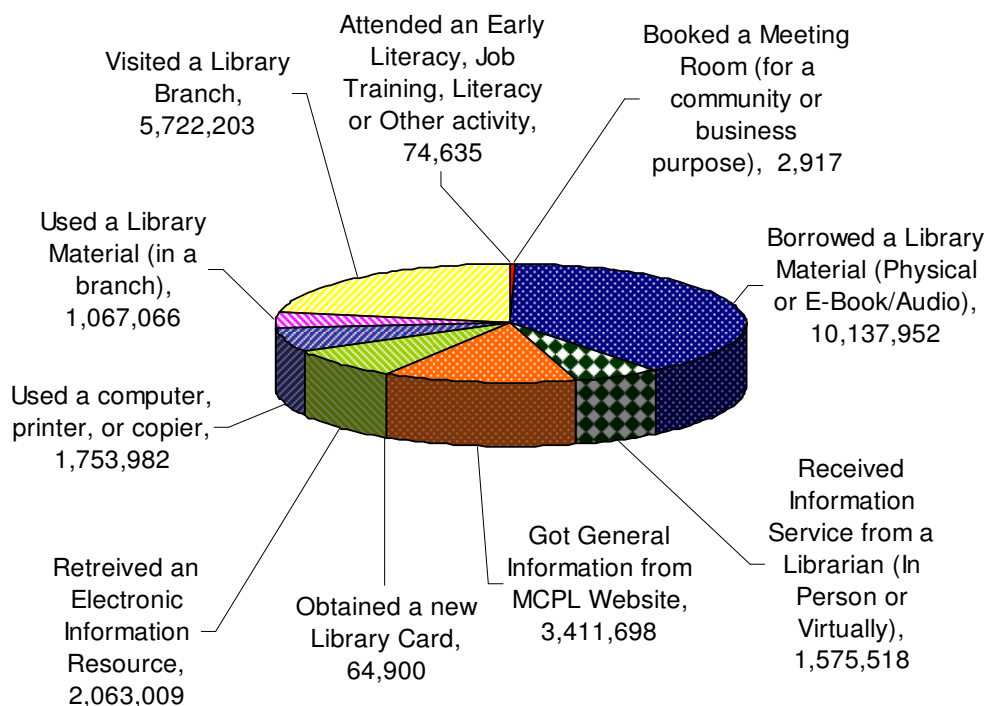
Action Plan for FY12

- Obtain agreement from County Stat, OMB, and the Executive on the format and methods for establishing Library Services Return on Investment.
- Pursue estimation of Economic Development values and direct customer benefits.
- As discussed in other Program Measures, continue efforts to improve efficiency and effectiveness within the resources given. Particularly, improve materials selection, marketing of services (so residents know what they can save and how), and business process improvements.

Headline Measure #6: The Diversity of Library Uses



A Year in the Life of MCPL
26 Million Total Uses of Library Services



Note

This measure is intended to comprehensively describe the many services provided by Montgomery County Public Libraries. It also provides the actual quantities of service for many of the other headline measures. This level of activity represents roughly 78,000 transactions per service day, or 525 service transactions per each of our approximately 49,164 budgeted service hours for FY11. Library budgeting and departmental organization is somewhat unique from other County departments and agencies in that almost every staff member in the organization serves multiple roles. Every program in the department contributes in some way to each program measure, and in the space of a day or week each staff person may contribute to several different library uses. Customers also use different library services in different times over the life of their relationship with the department.

The chart below shows the many uses of the library system in more detail:

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<u>Summary Category</u>	<u>Detailed Use</u>	<u>Amount of Service Provided</u>
Attended an Early Literacy, Job Training, Literacy or Other activity	Attended Early Literacy Programs (Pre-School Storytimes)	14,993
	Attended Other Children's Programs	11,457
	Attended Teen Programs	1,495
	Attended Adult Programs	17,987
	Attended LEAP Basic Computing	77
	Attended LEAP Resume/Other Skills	331
	Received a hour of instruction in Basic Literacy	4,568
	Received an hour of instruction in English as a Second Language	23,727
Booked a Meeting Room (for a community or business purpose)	Booked a meeting room for 1 hour	2,917
Borrowed a Library Material (Physical or E-Book/Audio)	Reserved and Received a Library Material (Hold)	578,176
	Received an Interlibrary Loan	19,506
	Borrowed or Renewed a Library Material ("Circulation")	9,441,380
	Downloaded an E-Book or E-AudioBook	98,890
Received Information Service from a Librarian	In-Person Questions Answered	1,253,732
	Question Answered via Email	7,433
	Question Answered via Chat	4,879
	Question Answered via Telephone	84,907
	Question Answered via Web FAQ	20,280
	Question Answered via Web "Guide"	176,973
Got General Information from MCPL Website	Questions Answered via Reader's Café	27,314
	Visited the MCPL Web Site (excluding questions answered Virtually, and eBooks)	3,411,698
Obtained a new Library Card	Obtained a new Library Card	64,900
Retrieved an Electronic Information Resource	Retrieved an Electronic Resource (article, data record, specialized e-Book)	2,063,009
Used a computer, printer, or copier	Used a Library Internet Computer (loaded with Microsoft Office Suite)	748,426
	Made a Print or a Copy in a library branch	1,005,556
Used a Library Material (in a branch)	Used a Library Material (in a branch)	1,067,066
Visited a Library Branch	Visited a library branch	5,722,203
Total Uses of Library Services		25,873,879